

HIGHMARK, INC PERFORMANCE PLANNING & APPRAISAL FORM

Employee Name:	Joy Sweeting	Employee #:	039764
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Job Title:	HealthPLACE Administrator	Grade:	SO2
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Dept./Div./Area:	HealthPLACE
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Performance Period Dates:	From: 6/2002	To: 6/2003
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Date Completed:	6/18/03
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Performance Level:	AE
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PERFORMANCE PLANNING & RESULTS SECTION

In this section, the supervisor and the employee discuss and document together the performance expectations and objectives for the next performance period at the beginning of the period. They also specify the priority of each objective and the type and level of observable behavior that defines Achieves Expectations (AE). The "Results" section is filled in later as each objective is completed. Performance expectations and objectives may include specific projects or ongoing accountabilities of the position. In either case, they should be clearly documented in this section. Provide a copy of the partially completed performance appraisal to the employee for reference during the performance period.

Performance Plan Expectations

On the following pages, please list the specific objectives to be pursued by the employee during this performance period, how success will be measured and the relative importance (weight) of the objective as expressed by a percentage.

Performance Plan Results

After the performance planning session, periodic meetings should be scheduled between supervisor and employee during the year to review progress on projects, add or change assignments, discuss performance, and encourage employee in-put. Ensure that employee has the necessary resources available to accomplish objectives and seek opportunities for teaching, coaching, and leading the employee.

As each objective is reached or "achieved," the supervisor records the results in the "Results" section of the corresponding objective. The applicable rating level is then assigned for each objective.

RATING LEVELS

- FE = Far Exceeds Expectations
- EE = Exceeds Expectations
- AE = Achieves Expectations
- DE = Does Not Meet Expectations

Note: See Performance Management Guidelines for definitions.



D-0017

Objectives for June 2002 – June 2003

No. <u>1</u>	<u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
	Continue to follow the worksite wellness business plan and improve the delivery and evaluation of the data-driven worksite wellness model (HealthPLACE @ Work) with local, regional and national accounts in the Erie region.	By December 2002, in collaboration with corporate communications, develop at least three case studies for distribution on Highmark group accounts that show positive changes in health risk as measured by health screenings and the PWP, and as a result of HealthPLACE @ Work interventions such as Strides for Health, Free and Clear, Eat Well for Life, etc.	50%

RESULTS

This objective was not met. According to Joy, she had one account that had completed baseline and follow-up screenings by the end of 2002. Individual successes have been reported, however positive group changes in health risk and lifestyle changes were not quantified.

<u>DATE COMPLETED</u>	<u>RATING</u>
N/A	DE

No. <u>2</u>	<u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
	Publish successful HealthPLACE programs.	By June 2003, in collaboration with the Evaluation Analyst, Director of Health Promotion, and Corporate Communications, publish at least one HealthPLACE program in an industry trade journal or publication.	25%

RESULTS

An article on Brake Parts wellness program was published in an internal newsletter that is shared among industry colleagues. Human Resource staff from Brake Parts stated they renewed their health insurance contract with Highmark because of the value-added services we provide, one of them being the HealthPLACE @ Work program. Sixteen employees stopped smoking through the Start Smart program conducted on-site by HealthPLACE instructors.

<u>DATE COMPLETED</u>	<u>RATING</u>
N/A	AE

No. <u>3</u>	<u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
	Improve communications and relationships with HealthPLACE management and colleagues to enhance team building and overall performance of the HealthPLACE staff.	Observation	25%

Results:

Communication with key staff members is satisfactory. Key staff members can be defined as the Manager of HealthPLACE and the team leader of the western PA worksite team. They are critical when working strategically to achieve goals and standardize the HealthPLACE product line.

<u>DATE COMPLETED</u>	<u>RATING</u>
N/A	AE

OVERALL WEIGHT AND RATING FOR PERFORMANCE OF OBJECTIVES **AE-** **100% Weight**

COMPETENCY EXPECTATIONS & EVALUATION SECTION

The following section is provided to evaluate how the employee exhibits key competencies needed to successfully achieve job responsibilities. Please refer to the Performance Appraisal Manager's Guide for a list of competencies and their definitions, which may be excerpted from that document and inserted in the blocks below. Although all Management should be evaluated on Management competencies, the assignment of additional functional competencies for Management and competencies for non-management positions are left to the manager's discretion based upon the specific requirements of the job. It is suggested that no more than five or six functional competencies be assigned to each non-management position, to emphasize those competencies of most importance. Similar positions should require similar competencies overall, however individuals may differ somewhat based on areas cited for improvement.

Administrative Competency:

(Data collection, program preparation, member follow-up, report generation.)

Results:
Weight:

Report generation, data collection, program preparation and member follow-up is conducted as expected. Joy and Becca work as a team to complete most administrative tasks therefore, clearly achieving expectations in this area.

40%
FE
☐
EE
☐
AE
☒
DE
☐
D-0019
Program Development/Management:

- Assessment, planning, promotion implementation and evaluation skills to develop health education programs.
- Development of educational materials to support programs.

Results:
Weight:

Joy's skills in planning, promotion, and implementation are solid. She has been delivering health promotion programs for over 35 years and is well respected among health promotion colleagues in the Erie region. She has good networking skills and has the ability to attract quality professionals to deliver HealthPLACE programs. The biggest successes in 2002 were the delivery of HOPE (two cohorts in April and October) and KidSHAPE in November. HOPE outcomes were consistent and positive as they have been at other delivery sites. KidSHAPE was a new

40%

program that was supposed to be delivered with a hospital partner, however that did not materialize as staff from Highmark's community affairs department anticipated. HealthPLACE staff (Joy) picked up the slack and delivered the program with contracted instructors. Attendance, teamwork among staff and participants, and feedback from participants was very positive. Joy along with Anne Marie Kuchera contributed to writing orientation materials for future programs.

FE ☐EE ☒AE ☐DE ☐Teaching and Presentation Skills**Results:****Weight:**

Joy's teaching and presentation skills are excellent. She is personally and professionally passionate about the field and it's evident when she conducts presentations. She teaches many HealthPLACE programs when needed and conducts numerous presentations. She is clearly a recognizable face for health and fitness in the Erie community.

20%

FE ☐EE ☒AE ☐DE ☐**OVERALL WEIGHT AND RATING OF COMPETENCIES****100%
Weight****OVERALL RATING:**FE ☐EE ☒AE ☐DE ☐**DEVELOPMENTAL OPPORTUNITIES***

D-0020

Please identify areas in which the employee could enhance his/her abilities through knowledge attainment or skill development and avenues of pursuit through internal or external training or suggested personal self-development.

Strengths:**Opportunities for Growth:**

1. Excellent networking skills
2. Excellent teacher
3. Committed to the HealthPLACE mission personally and professionally

1. Improve evaluation with worksite wellness accounts
2. Develop respectable case studies on corporate customers who are conducting HealthPLACE @ Work
3. Increase participation in Highmark's employee wellness program, HealthPLACE @ Work, among employees from the member service unit.

EMPLOYEE COMMENTS:

Employee Signature:

Joseph Sweeting

Date:

June 18, 2003

APPROVALS

Supervisor's Signature:

Tina Palazzo

Date:

June 17, 2003

Next Level Signature:

W. J. Stanley

Date:

6.17.03

Objectives for June 2003 – June 2004

No. <u>1</u> Objective	Measurement Standards	Weight
Improve the delivery and evaluation of HealthPLACE @ Work program models with local, regional and national accounts in the Erie region.	By December 2003, in collaboration with corporate communications, develop at least three case studies for distribution on Highmark group accounts that show positive changes in health risks as measured by health screenings and the PWP. (Examples are provided)	45%

<u>RESULTS</u>	DATE COMPLETED	RATING

No. <u>2</u> Objective	Measurement Standards	Weight
Increase participation in Highmark's employee wellness program among member service employees.	<ol style="list-style-type: none"> 1. Increase participation among member service staff in the Lifestyle screenings by 10% scheduled for September 2003. (Jan Pearson can provide 2002 baseline participation number). 2. Work with Kevin Nauer and colleagues to implement programs to meet the specific needs of member service employees. 	35%

<u>RESULTS</u>	DATE COMPLETED	RATING

No. <u>3</u> Objective	Measurement Standards	Weight
In collaboration with Patrick McCauley, mentor Becca Swick to implement the HP @ Work program models with Highmark corporate customers.	By December 2003, Becca Swick will be working with at least three Highmark accounts under Joy and Patrick's supervision. If there are any reasons this can not be accomplished in this time frame, the expectation would be that Joy work directly with Patrick to find a resolution.	20%

Results:	DATE COMPLETED	RATING

HIGHMARK, INC PERFORMANCE PLANNING & APPRAISAL FORM

Employee Name:	Joy Sweeting	Employee #:	039764
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Job Title:	HealthPLACE Administrator	Grade:	SO2
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Dept./Div./Area:	HealthPLACE
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Performance Period Dates:	From: 6/2001	To: 6/2002
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Date Completed:	7/2002
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Performance Level:	EE
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PERFORMANCE PLANNING & RESULTS SECTION

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Performance Plan Expectations

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Performance Plan Results

After the performance planning session, periodic meetings should be scheduled between supervisor and employee during the year to review progress on projects, add or change assignments, discuss performance, and encourage employee in-put. Ensure that employee has the necessary resources available to accomplish objectives and seek opportunities for teaching, coaching, and leading the employee.

As each objective is reached or "achieved," the supervisor records the results in the "Results" section of the corresponding objective. The applicable rating level is then assigned for each objective.

RATING LEVELS

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 EE = Exceeds Expectations
 AE = Achieves Expectations
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Note: See Performance Management Guidelines for definitions.

Objectives for June 2001 – June 2002

No. <u>1</u> <u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
Continue new program development and refine and enhance existing programs.	<ol style="list-style-type: none"> 1. Improve cost/benefit of nutrition counseling program by improving follow-up of members and documenting clinical changes as a result. For example, positive changes in cholesterol, HgA1c, and weight. 2. Pursue opportunities to address obesity with Highmark members. 3. Demonstrate positive changes in lifestyle behaviors and clinical outcomes in participants in the Lifestyles program, and develop program plan based on this data, as well as, local, regional, and national data. 	55%

RESULTS

As with all HealthPLACE Centers, the system for tracking nutrition counseling outcomes has improved. At the beginning of this process when Erie outcomes were compared to other Centers, it was noted that very few follow-up sessions were occurring and as a result, outcome measurements were not available. Joy, along with other HealthPLACE Administrators, changed the way dieticians were being reimbursed for their services placing the financial incentive and operational emphasis on follow-up. The Erie dietician was trained on these changes via a HealthPLACE meeting and coaching from Joy. As a result, outcomes reported for this service have significantly improved. Across the HealthPLACE network, prior to this change, positive outcomes on approximately 40 members were reported, and in the first quarter of 2002, positive outcomes on 957 members were captured.

DATE
COMPLETED **RATING**

On-going

EE

In addition to Joy conducting nutrition counseling and Eat Well for Life at the Erie HealthPLACE to address the obesity objective, she implemented a new program specifically for Highmark employees during the lunch hour. It was a 16-week strength training and Weight Watchers at Work program. Twenty-six employees participated and feedback was positive from them based on a survey. There was no cost to HealthPLACE because Joy taught the strength training portion and the employees paid for Weight Watchers.

Lifestyle improvement programs continue to be well attended and outcomes are good. Joy's program plan and the program plan for all HealthPLACE Centers are data-driven based on the executive summaries from the Lifestyles screening. Programs are targeted to members and employees who can benefit the most.

The HOPE program was implemented this year at the Erie HealthPLACE with a great deal of success. Joy led and assembled an excellent team to deliver this new program. Participation is strong with waiting lists of members to get into the next program. This was a result of Joy marketing this program through physician offices, HealthPLACE classes and local beauty shops. One of Joy's

D-0126

greatest strengths is coaching teams to achieve a goal and supporting them throughout the process. This was evident with the successful implementation of the HOPE program. Next year, Joy will focus on implementing the Kid Shape program in the Erie community.

No. <u>2</u> <u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
Improve the delivery and evaluation of the "data driven" worksite wellness model with local and national accounts in the Erie region.	Develop 3 case studies on Highmark group accounts that show positive changes in employee health as a result of interventions HealthPLACE encouraged and measured via screening and HRA data by March 2002.	25%

RESULTS

Staff completed their business plan for the HealthPLACE @ Work program in the spring of 2001. The goal was to quantify the outcomes of a worksite wellness data-driven model implemented by three group accounts in the Erie region. Case studies were to be completed by March 2002. This objective was not met. Progress has been made towards this goal with the following companies: Brake Parts & Erie Plastics. This will remain an objective for the next year. Interventions such as Start Smart and nutrition health awareness programs have been implemented.

<u>DATE COMPLETED</u>	<u>RATING</u>
Still in Progress	DE

No. <u>3</u> <u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
Continue to mentor Becca Fuller in both HealthPLACE and worksite wellness presentations.	<ol style="list-style-type: none"> 1. Have Becca accompany you to at least 3-5 worksite wellness presentations. 2. Observe and coach Becca as she presents the data-driven model to group account administrators for 2 new potential groups. 	10%

Results:

This specific objective was re-evaluated in mid-stream by management. It is difficult to have Becca away from the center being mentored on the worksite wellness program when she is needed to attend HealthPLACE Center programs in Joy's absence. It was a good idea in theory – not in reality.

In general, Joy does a good job working with Becca to support Erie HealthPLACE programs and services. The HealthPLACE in Erie is praised by other Highmark departments and has enhanced Highmark's image in the Erie community.

<u>DATE COMPLETED</u>	<u>RATING</u>
N/A	N/A

D-0127

Weight

D-0128

COMPETENCY EXPECTATIONS & EVALUATION SECTION

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<p><u>Administrative Competency:</u></p> <p>(data collection, program preparation, member follow-up, report generation.)</p>	<p>Results:</p> <p>Report generation, data collection, program preparation and member follow-up is conducted as expected. Joy and Becca work as a team to complete most administrative tasks therefore, clearly achieving expectations in this area. All HealthPLACE Administrators had to learn a new method to complete HealthPLACE calendars this year. After a trial period, this process is being implemented accurately and on time. It's still being evaluated as to its cost effectiveness.</p> <p>Weight:</p> <p>40%</p>
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7

7

X

7

<u>Program Development/Management:</u>	<u>Results:</u>	<u>Weight:</u>
<p>a. Assessment, planning, promotion implementation and evaluation skills to develop health education programs.</p> <p>b. Development of educational materials to support programs.</p>	<p>Joy's skills in planning, promotion, implementation and evaluation are solid. She has been delivering health promotion programs for over 35 years. Her programs are driven by needs assessed via health risk appraisals and member and management feedback. Joy has done a good job "standardizing" program offerings to be in line with rest of the HealthPLACE system. She is a "hands on" administrator and has close relationships with program participants and contracted staff. Program adherence reflects this. When new programs are being considered to pilot in the HealthPLACE system, Erie is a very viable site due to the relationships described above and a positive past track record with new programs. A good example of this is that the Erie site has been</p>	<p>40%</p>

chosen to implement a new program in 2002/2003 called Kid Shape that Joy will lead.

In addition, units of service for this site are always high in comparison to other HealthPLACE Centers. Their programs are well promoted and often serve as the "good news" from Highmark in that region. Joy is well networked in the community and has represented Highmark on many community committees such as the Erie Health Care Cost Summit.

FE ☐

EE ☒

AE ☐

DE ☐

D-0130

<u>Teaching and Presentation Skills</u>	<p>Results:</p> <p>Joy's teaching and presentation skills are excellent. She has served as an "instructor trainer" for the American Heart Association for years and has benefited HealthPLACE staff by re-certifying them in CPR as needed. She is often called upon to re-certify staff in network physician offices when her schedule permits. She is personally and professionally passionate about the field and it is evident when she conducts presentations. She teaches many HealthPLACE programs when needed and conducts numerous presentations for corporate customers.</p> <p>Weight: 20%</p>
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FE ☐ EE ☒ AE ☐ DE ☐

OVERALL WEIGHT AND RATING OF COMPETENCIES

**100%
Weight**

OVERALL RATING:	FE <input type="checkbox"/>	EE <input checked="" type="checkbox"/>	AE <input type="checkbox"/>	DE <input type="checkbox"/>
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DEVELOPMENTAL OPPORTUNITIES*

Please identify areas in which the employee could enhance his/her abilities through knowledge attainment or skill development and avenues of pursuit through internal or external training or suggested personal self-development.

Strengths:	Opportunities for Growth:
<ol style="list-style-type: none"> 1. Excellent network development skills: Joy has developed an extensive network of health promotion professionals, healthcare providers, brokers and corporate contacts that support and advance the HealthPLACE mission in the Erie region. 2. Excellent Teacher: Joy is a pro when it comes to teaching. I have observed her on numerous occasions, specifically in the Ornish program, and she teaches her fitness classes with enthusiasm and from a solid knowledge base. 3. Advocate for older adults: Joy is very sensitive to the needs of the over 65 population. She's a great resource for the HealthPLACE staff on aging issues as they relate to health promotion programs. 4. Committed to the HealthPLACE mission personally and professionally. 	<ol style="list-style-type: none"> 1. Improve communications and relationships with HealthPLACE management and colleagues to enhance team building. 2. Develop respectable case studies on corporate customers who are conducting HealthPLACE @ Work, utilizing HealthPLACE interventions (Strides for Health, Eat Well for Life, etc.) 3. Publish Successful HealthPLACE programs in collaboration with and guidance from Evaluation Analyst and Director of Health Promotion.

EMPLOYEE COMMENTS:

Employee Signature: Joyll Sweeting Date: 7/3/02

APPROVALS

Supervisor's Signature: Tina Pleggen-Tog Date: July 3, 2002

Next Level Signature: W. Brainerd Date: 7-6-02

HIGHMARK, INC

PERFORMANCE PLANNING & APPRAISAL FORM

Employee Name:	Joy Sweeting	Employee #:	039764
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Job Title:	HealthPLACE Administrator	Grade:	SO2
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Dept./Div./Area:	HealthPLACE
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Performance Period Dates:	From: 6/2000	To: 6/2001
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Date Completed:	6/1/2000
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Performance Level:	EE
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 EE = Exceeds Expectations
 AE = Achieves Expectations
 DE = Does Not Meet Expectations

Note: See Performance Management Guidelines for definitions.

No. <u>1</u> <u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
Continue program development and enhance existing programs.	a.) In collaboration with Emily Burkhardt and Amy Wilhelm, plan and implement one Ornish Retreat and one Hope Retreat in Erie, and develop on-going HealthPLACE programs that support behavior changes by June 2001. b.) Turn in "New Ideas" monthly (by the 15 th of the month) to improve, enhance and develop HealthPLACE programs and processes that add value and impact health.	50%

RESULTS

	<u>DATE COMPLETED</u>	<u>RATING</u>
a) The Ornish retreat is scheduled for the first week in June (6/4-6/8). There has been coordination between Joy, the Pittsburgh team, the Erie team that Joy assembled for follow-up, and the hotel staff at the Ambassador which is a new hotel that Joy found for this event. Marketing has occurred via a HealthPLACE mailing, the HealthPLACE calendar, presentations at local cardiac rehabs and HealthPLACE, and articles placed in the MANP newsletter by Erie marketing staff. Participation is currently at 14, which is the norm for retreats outside of the Pittsburgh area. The HOPE retreat was abandoned by the HOPE team, not the Erie staff, because of inadequate staff.	June, 2001	AE
b) Joy suggests new ideas often via staff meetings and weekly reports. The most recent one being piloted is to take a deposit from members for lifestyle improvement courses. This deposit is returned to the member at the end of the course if they attend 95% of the sessions. Obviously this is to discourage dropping out. The jury is still out on this strategy's cost/benefit.	On-going	AE

No. <u>2</u> <u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
Improve the delivery and evaluation of the "data driven" worksite wellness model with local and national accounts in the Erie region.	a.) In collaboration with worksite team, standardize the model and develop a presentation by September 2000 to deliver to Highmark marketing reps and group account administrators that defines what HealthPLACE's capabilities are both locally and nationally. b.) Develop 3 case studies on Highmark group accounts that show positive changes in employee health as a result of interventions HealthPLACE encouraged and measured via screening and HRA data by June 2001.	40%

RESULTS

The model is standardized and Joy has delivered presentations to marketing reps, brokers and group account administrators describing it, moving away from the "activity driven" worksite wellness model of the past. Joy is working with local accounts using it, most recently with Reed manufacturing. Because of the work Joy has done with Reed's CEO, they have the potential to be a role model company who follows the model as it was designed with incentives for employee participation in the program. Case studies have not been completed, however potential exists with Reed Manufacturing, Better Baked Breads, PNC, Erie Plating, Erie Brake Parts and Erie Times. At least 3 will be finalized by March 2002. (See future objectives attached). *Erie Insurance*

DATE
COMPLETED **RATING**

On-going AE

No. <u>3</u> <u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
Improve communication with HealthPLACE management and colleagues to decrease the feeling that the Erie office is "out of the loop."	a.) Participate fully on the worksite and HealthPLACE center teams to get a good understanding of what's going on within the HealthPLACE division and corporately. b.) Participate in conference calls with team leaders and Director as needed to clarify and confirm program goals and issues to minimize misunderstandings that can occur due to distance.	10%

Results:

Joy has been an active participant on HealthPLACE teams (HP administrators, worksite, Lifestyles newsletter, and senior fitness curriculum) over the past year and has worked closely with director, team leaders, and other HealthPLACE staff to standardize programs across all HealthPLACE centers. In addition, she is working closely with Pittsburgh staff from the senior products area to integrate the PALs program and advanced care planning. She participates via conference call in the external communications committee meetings chaired by community affairs that further links Erie HP activities with the rest of the company.

DATE
COMPLETED **RATING**

On-going AE

OVERALL WEIGHT AND RATING FOR PERFORMANCE OF OBJECTIVES

AE

COMPETENCY EXPECTATIONS & EVALUATION SECTION

<u>Administrative Competency:</u>	<u>Results:</u>	<u>Weight:</u>
(data collection, program preparation, member follow-up, report generation.)	Administrative duties are consistently completed with competence due to the strong team of Joy and program assistant Becca Fuller. Reports and program evaluations are consistently received on time and in the format requested. Calendars are completed ahead of schedule allowing time for any glitches in the process to appear seamless to the Highmark member. In the future, more emphasis will be placed on nutrition counseling outcomes and follow-up to improve the cost/benefit of that service. Please see objective section of this document.	40%

FE ☐EE ☒AE ☐DE ☐

<u>Program Development/Management:</u>	<u>Results:</u>	<u>Weight:</u>
<ul style="list-style-type: none"> a. Assessment, planning, promotion implementation and evaluation skills to develop health education programs. b. Development of educational materials to support programs. 	Joy has done a great job with developing programs that are innovative and bring value to the Highmark member. Current examples include the development and implementation of the Depression Course, Senior Strength-Training program, and the on-going interest in and success of the Attitudinal Healing Course. Joy contributed significantly to the new "Forever Fit Forever Young" curriculum. She developed a strength training manual for seniors that has been used by HealthPLACE staff for reference, etc... Most recently she has been involved with a local physician to integrate HealthPLACE services, specifically nutrition counseling, with a children's obesity program. This collaboration has potential to make a significant difference in the health of overweight children. This will be pursued with intensity over the next year.	40%

FE ☐EE ☒AE ☐DE ☐

<u>Teaching Skills:</u> / <i>Presentation:</i>	Results:	Weight:
(CPR, Healthy Back, etc.)	Joy's teaching skills continue to be excellent. She has served as an "instructor trainer in CPR" for the HealthPLACE staff and as a HealthPLACE instructor on physical fitness topics. Currently her role has shifted to conducting more presentations on the value of worksite wellness and HealthPLACE services with Highmark group accounts, marketing reps and brokers. Feedback is very positive from members and customers.	20%

FE ☐ EE ☒ AE ☐ DE ☐

OVERALL WEIGHT AND RATING OF COMPETENCIES

EE

OVERALL RATING:	FE <input type="checkbox"/>	EE <input checked="" type="checkbox"/>	AE <input type="checkbox"/>	DE <input type="checkbox"/>
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DEVELOPMENTAL OPPORTUNITIES*

Please identify areas in which the employee could enhance his/her abilities through knowledge attainment or skill development and avenues of pursuit through internal or external training or suggested personal self-development.

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<ol style="list-style-type: none"> 1. Excellent network development skills: Joy has developed an extensive network of health promotion professionals, healthcare providers, brokers and corporate contacts that support and advance the HealthPLACE mission in the Erie region. 2. Excellent Teacher: Joy is a pro when it comes to teaching. I have observed her on numerous occasions, specifically in the Ornish program, and she teaches her fitness classes with enthusiasm and from a solid knowledge base. 3. Advocate for older adults: Joy is very sensitive to the needs of the over 65 population. She's a great resource for the HealthPLACE staff on aging issues as they relate to health promotion programs. 4. Motivated: Joy does whatever it takes to get the job done – no matter how many hours are involved. 5. Committed to the HealthPLACE mission personally and professionally. She's a phenomenal role model for the field. 	<ol style="list-style-type: none"> 1. Improve cost/benefit of nutrition counseling program 2. Develop case studies of corporate clients who are role models with worksite wellness 3. Continue to mentor program assistant Becca Fuller in both HealthPLACE Center and worksite wellness programs.

EMPLOYEE COMMENTS:

I am pleased with the evaluation as well as enthused about my future goals for the coming year.

Employee Signature: Goy H. Suroteng Date: June 1, 2001

APPROVALS

Supervisor's Signature: Tim Palagga-Ty Date: June 1, 2001

Next Level Signature: W. Brumley Date: 6.4.01

Objectives for June 2001 – June 2002

No. <u>1</u> Objective	<u>Measurement Standard</u>	<u>Weight</u>
Continue new program development and refine and enhance existing programs.	<ol style="list-style-type: none"> 1. Improve cost/benefit of nutrition counseling program by improving follow-up of members and documenting clinical changes as a result. For example, positive changes in cholesterol, HgA1c, and weight. 2. Pursue opportunities to address obesity with Highmark members. 3. Demonstrate positive changes in lifestyle behaviors and clinical outcomes in participants in the Lifestyles program, and develop program plan based on this data, as well as, local, regional, and national data. 	55%

<u>RESULTS</u>	<u>DATE COMPLETED</u>	<u>RATING</u>

No. <u>2</u> Objective	<u>Measurement Standard</u>	<u>Weight</u>
Improve the delivery and evaluation of the "data driven" worksite wellness model with local and national accounts in the Erie region.	Develop 3 case studies on Highmark group accounts that show positive changes in employee health as a result of interventions HealthPLACE encouraged and measured via screening and HRA data by March 2002.	25%

<u>RESULTS</u>	<u>DATE COMPLETED</u>	<u>RATING</u>

No. <u>3</u> Objective	<u>Measurement Standard</u>	<u>Weight</u>
Continue to mentor Becca Fuller in both HealthPLACE and worksite wellness presentations.	<ol style="list-style-type: none"> 1. Have Becca accompany you to at least 3-5 worksite wellness presentations. 2. Observe and coach Becca as she presents the data-driven model to group account administrators for 2 new potential groups. 	20%

lid8z8v

**CONFIDENTIAL PERFORMANCE APPRAISAL
AUTHORIZATION FORM**

Review Date
06/09/2001

EMPLOYEE REVIEW SHEET INFORMATION

<u>Company Key</u> PBS	<u>Employee Number</u> 039764	<u>Employee Name</u> SWEETING, JOY H	<u>Empl Status</u> Active
<u>Organization Code & Name</u> 2365 HEALTHPLACE NETWORK	<u>Job Title</u> HEALTHPLACE ADMR	<u>Job Code</u> 14M2OP	<u>Position #</u> 60008266
<u>Std Hrs</u> 37.50			
<u>Hire Date</u> Original 10/17/1994	<u>Rehire</u>	<u>Job Entry Date</u> 09/01/1997	<u>Salary</u> Annual \$ 43,089.00
			<u>Bi-Weekly</u> \$ 1,657.27
			<u>Hourly</u> \$ 22.096923
<u>Empl Type</u> S	<u>Shift</u> 1	<u>Part Full</u> F	<u>Reg Temp</u> R

LAST MERIT REVIEW INFORMATION

LAST SALARY CHANGE INFORMATION

<u>Date</u> 06/10/2000	<u>Rating</u> 4	<u>Percent</u> 5.000 %	<u>Alt. Pay Amt</u>
<u>Date</u> 09/16/2000	<u>Reason</u> Pay Rt Chg	<u>Percent</u> 3.689 %	

DAYS / HOURS ABSENT FROM APRIL 23, 2000 TO APRIL 23, 2001

<u>Lost Time</u> Hours	<u>Times</u> Late	<u>Minutes</u> Late
0	0	0.00

SALARY POSITION / SALARY RECOMMENDATION

<u>Salary Plan & Grade</u> EG1 S02	<u>Range/Market Targets</u> MIN 34,471	100% 44,252	120% MAX 53,102	<u>Compa Ratio</u> 97.37
(Check One Box) <u>Performance Rating</u>		<u>Increase to Base</u>		
		<u>Maximum Percent</u>		
<input type="checkbox"/>	2.Does Not Meet Expectations	0.00%		
<input type="checkbox"/>	3.Achieves Expectations	3.00% - 4.00%		
<input checked="" type="checkbox"/>	4.Exceeds Expectations	4.00% - 5.00%		
<input type="checkbox"/>	5.Far Exceeds Expectations	5.00% - 6.00%		
<input type="checkbox"/>	0 Defer Review	Months		
		<p align="center"><<<< SALARY RECOMMENDATION >>>></p> <p>Increase To Base Salary: <u>4</u> (%)</p> <p>Lump Sum Increase: _____ (%) (Where Applicable)</p> <p align="center">SEND THIS COPY TO H.R.I.S.</p>		

Reviewed by :

Name

Title

Date

Approved by :

Name

Title

Date

ADDITIONAL COMMENTS OR DEFERRAL REASON

ISG Performance Now Numerical Rating: _____

D-0149

HIGHMARK, INC PERFORMANCE PLANNING & APPRAISAL FORM

Employee Name:	Joy Sweeting	Employee #:	039764
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Job Title:	HealthPLACE Administrator	Grade:	SO2
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Dept./Div./Area:	HealthPLACE
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Performance Period Dates:	From: 6/12/1999	To: 6/2/2000
----------------------------------	---------------------------	------------------------

Date Completed:	6/2/2000
------------------------	----------

Performance Level:	EE
---------------------------	----

PERFORMANCE PLANNING & RESULTS SECTION

In this section, the supervisor and the employee discuss and document together the performance expectations and objectives for the next performance period at the beginning of the period. They also specify the priority of each objective and the type and level of observable behavior that defines Achieves Expectations (AE). The "Results" section is filled in later as each objective is completed. Performance expectations and objectives may include specific projects or ongoing accountabilities of the position. In either case, they should be clearly documented in this section. Provide a copy of the partially completed performance appraisal to the employee for reference during the performance period.

Performance Plan Expectations

On the following pages, please list the specific objectives to be pursued by the employee during this performance period, how success will be measured and the relative importance (weight) of the objective as expressed by a percentage.

Performance Plan Results

After the performance planning session, periodic meetings should be scheduled between supervisor and employee during the year to review progress on projects, add or change assignments, discuss performance, and encourage employee in-put. Ensure that employee has the necessary resources available to accomplish objectives and seek opportunities for teaching, coaching, and leading the employee.

As each objective is reached or "achieved," the supervisor records the results in the "Results" section of the corresponding objective. The applicable rating level is then assigned for each objective.

RATING LEVELS

- FE = Far Exceeds Expectations
- EE = Exceeds Expectations
- AE = Achieves Expectations
- DE = Does Not Meet Expectations

Note: See Performance Management Guidelines for definitions.

No. <u>1</u> <u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
Continue program development and enhance existing programs.	a.) In collaboration with Emily Burkhardt and Amy Wilhelm, plan and implement one Ornish Retreat and one Hope Retreat in Erie, and develop on-going HealthPLACE programs that support behavior changes by June 2001. b.) Turn in "New Ideas" monthly (by the 15 th of the month) to improve, enhance and develop HealthPLACE programs and processes that add value and impact health.	50%

<u>RESULTS</u>	<u>DATE COMPLETED</u>	<u>RATING</u>

No. <u>2</u> <u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
Improve the delivery and evaluation of the "data driven" worksite wellness model with local and national accounts in the Erie region.	a.) In collaboration with worksite team, standardize the model and develop a presentation by September 2000 to deliver to Highmark marketing reps and group account administrators that defines what HealthPLACE's capabilities are both locally and nationally. b.) Develop 3 case studies on Highmark group accounts that show positive changes in employee health as a result of interventions HealthPLACE encouraged and measured via screening and HRA data by June 2001.	40%

<u>RESULTS</u>	<u>DATE COMPLETED</u>	<u>RATING</u>

No. <u>3</u> <u>Objective</u>	<u>Measurement Standards</u>	<u>Weight</u>
Improve communication with HealthPLACE management and colleagues to decrease the feeling that the Erie office is "out of the loop."	a.) Participate fully on the worksite and HealthPLACE center teams to get a good understanding of what's going on within the HealthPLACE division and corporately. b.) Participate in conference calls with team leaders and Director as needed to clarify and confirm program goals and issues to minimize misunderstandings that can occur due to distance.	10%

Results:

DATE
COMPLETED **RATING**

OVERALL WEIGHT AND RATING FOR PERFORMANCE OF OBJECTIVES

100%
Weight

COMPETENCY EXPECTATIONS & EVALUATION SECTION

The following section is provided to evaluate how the employee exhibits key competencies needed to successfully achieve job responsibilities. Please refer to the Performance Appraisal Manager's Guide for a list of competencies and their definitions, which may be excerpted from that document and inserted in the blocks below. Although all Management should be evaluated on Management competencies, the assignment of additional functional competencies for Management and competencies for non-management positions are left to the manager's discretion based upon the specific requirements of the job. It is suggested that no more than five or six functional competencies be assigned to each non-management position, to emphasize those competencies of most importance. Similar positions should require similar competencies overall, however individuals may differ somewhat based on areas cited for improvement.

<u>Administrative Competency:</u>	Results:	Weight:
(data collection, program preparation, member follow-up, report generation.)	Administrative duties have consistently been completed with competence mostly due to the strong administrative skills of the past program assistant. This is an area the Joy could improve. Please see opportunities for growth section of this document.	40%

FE ☐ EE ☐ AE ☒ DE ☐

<u>Program Development/Management:</u>	Results:	Weight:
<p>a. Assessment, planning, promotion implementation and evaluation skills to develop health education programs.</p> <p>b. Development of educational materials to support programs.</p>	Joy has done a good job with developing programs that are innovative and bring value to the Highmark member. Current examples include the development and implementation of the "Inner Gym – Attitudinal Healing" and the strength-training program for older adults. Most recently, the strength-training program was shared at the HealthPLACE center team meeting to be used in the development of a standardized HealthPLACE program. The "Inner Gym" should also be shared. All "pilot" programs that HealthPLACE spends significant resources on must be done with the plan of replication across the division, and must include measurable objectives.	40%

FE ☐ EE ☒ AE ☐ DE ☐

Teaching Skills: (CPR, Healthy Back, etc.)	Results: Joy's teaching skills are excellent. She has served as an "instructor trainer" for the HealthPLACE staff.	Weight: 20%
--	--	---------------------------

FE ☐ EE ☒ AE ☐ DE ☐

OVERALL WEIGHT AND RATING OF COMPETENCIES

**100%
Weight**

OVERALL RATING:	FE <input type="checkbox"/>	EE <input checked="" type="checkbox"/>	AE <input type="checkbox"/>	DE <input type="checkbox"/>
------------------------	-----------------------------	--	-----------------------------	-----------------------------

DEVELOPMENTAL OPPORTUNITIES*

Please identify areas in which the employee could enhance his/her abilities through knowledge attainment or skill development and avenues of pursuit through internal or external training or suggested personal self-development.

Strengths:	Opportunities for Growth:
<ol style="list-style-type: none"> 1. Excellent network development skills: Joy has developed an extensive network of health promotion professionals, healthcare providers, brokers and corporate contacts that support and advance the HealthPLACE mission in the Erie region. 2. Excellent Teacher: Joy is a pro when it comes to teaching. I have observed her on numerous occasions, specifically in the Ornish program, and she teaches her fitness classes with enthusiasm and from a solid knowledge base. 3. Advocate for older adults: Joy is very sensitive to the needs of the over 65 population. She's a great resource for the HealthPLACE staff on aging issues as they relate to health promotion programs. 4. Team Player: Most recently, Joy was willing to decrease HealthPLACE space to accommodate the needs of the Caring Program for the "corporate good". In addition, she is often the first staff member to volunteer to support the Ornish program during intensive week-long retreats. 5. Committed to the HealthPLACE mission personally and professionally. 	<ol style="list-style-type: none"> 1. Improve administrative skills: Become more involved and competent with contract development, member follow-up, data compilation, report generation, etc. 2. Decrease the "gap" between Erie programs and the rest of the HealthPLACE division. For example, work to standardize worksite wellness strategies and Lifestyle Improvement programs for national expansion. 3. Improve communication with management and colleagues regarding clarification of concepts, etc., to bridge the gap between the Erie HealthPLACE and the corporate office. 4. Continue to foster strong working relationships with LIC instructors to improve quality.

EMPLOYEE COMMENTS:

The evaluation of my performance was very fair & on target with our goals & objectives. I feel like a very valued employee of Highmark, but I would like to see ^{my} ~~the~~ compensation comparable to my value.

Employee Signature: Joy H. Sweeting Date: June 2, 2000

APPROVALS

Supervisor's Signature: [Signature] Date: June 2, 2000

Next Level Signature: [Signature] Date: 6.5.2000

<u>Review Date</u> 06/10/2009

EMPLOYEE REVIEW SHEET INFORMATION											
<u>Company Key</u> PBS		<u>Employee Number</u> 039764		<u>Employee Name</u> SWEETING, JOY H				<u>Empl Status</u> Active			
<u>Organization Code & Name</u> 2365 HEALTHPLACE NETWORK				<u>Job Title</u> HEALTHPLACE ADMR		<u>Job Code</u> 14M20P		<u>Position #</u> 60008266		<u>Std Hrs</u> 37.50	
<u>Hire Date</u> <u>Original</u> <u>Rehire</u>		<u>Job Entry</u> <u>Date</u>		<u>S a l a r y</u> <u>Annual</u> <u>Bi-Weekly</u> <u>Hourly</u>			<u>Empl</u> <u>Type</u>	<u>Shift</u>	<u>Part</u> <u>Full</u>	<u>Reg</u> <u>Temp</u>	
06/17/1994		09/01/1997		\$ 39,577.00 \$ 1,522.19 \$ 20.295897			S	1	F	R	
LAST MERIT REVIEW INFORMATION						LAST SALARY CHANGE INFORMATION					
<u>Date</u>		<u>Rating</u>	<u>Percent</u>	<u>Alt. Pay Amt</u>		<u>Date</u>		<u>Reason</u>	<u>Percent</u>		
06/12/1999		4	6.000 %			06/12/1999		Pay Rt Chg	6.000 %		
DAYS / HOURS ABSENT FROM APRIL 22, 1999 TO APRIL 21, 2000											
<u>Lost Time</u> <u>Hours</u>		<u>Times</u> <u>Late</u>	<u>Minutes</u> <u>Late</u>								
0		0.00									
SALARY POSITION / SALARY RECOMMENDATION											
<u>Salary Plan</u> <u>& Grade</u>		<u>Range/Market Targets</u> <u>MIN</u> <u>100%</u> <u>120% MAX</u>				<u>Compa</u> <u>Ratio</u>					
EG1 S02		34,201 43,089 51,707				91.84					
(Check One Box)		Increase to Base				<<<< SALARY RECOMMENDATION >>>>					
<u>Performance Rating</u>		<u>Maximum Percent</u>				Increase To Base Salary: <u>5</u> (%)					
<input type="checkbox"/> 2.Does Not Meet Expectations		0.00%				Lump Sum Increase: _____ (%)					
<input type="checkbox"/> 3.Achieves Expectations		3.00% - 4.00%				(Where Applicable)					
<input checked="" type="checkbox"/> 4.Exceeds Expectations		4.00% - 5.00%									
<input type="checkbox"/> 5.Far Exceeds Expectations		5.00% - 6.00%									
<input type="checkbox"/> 0 Defer Review		Months				SEND THIS COPY TO H.R.I.S.					
Reviewed by : <u>Tina Palaggo-Tony</u>		Name				<u>Director</u>		Title		<u>6/2/2000</u>	
Approved by : <u>W. P. H. H. H. H. H.</u>		Name				<u>V. P. HEALTH PLACE</u>		Title		<u>6.5.2000</u>	
ADDITIONAL COMMENTS OR DEFERRAL REASON											
ISG Performance Now Numerical Rating: _____											



VERITUS INC.

PERFORMANCE MANAGEMENT PLANNING AND APPRAISAL WORKSHEET

NAME:

Sneeting

Joy

LAST

FIRST

MI

POSITION

HealthPLACE Administrator

PERFORMANCE PERIOD

JUNE 1998

to

JUNE 1999

PLANNING SESSION DATE:

APPRAISAL DATE:

JUNE 24 1999

OVERALL RATING (CHECK ONE)

☐ FAR EXCEEDS EXPECTATIONS☐ ACHIEVES EXPECTATIONS☒ EXCEEDS EXPECTATIONS☐ DOES NOT MEET EXPECTATIONS☐ COPY TO
EMPLOYEE☐ ORIGINAL TO
MANAGER☐ COPY IN
DEPARTMENTAL FILE

DEC 23 1997

1998 OBJECTIVES

1. Support HEC Programming
Healthy Families - *Just trained 3 people in Feb in Union City*
Parenting Course
2. Provide effective health education programs, screenings and immunizations at HealthPLACE Centers, and at worksites in the community. *Ongoing...*
Participate in expos, community events, screenings and enrollment meetings
3. Support Corporate Initiatives
 - a. Coordinate diabetes self-management program with Hamot and St. Vincents Hospitals. *And 2 Diabetes Treatment Centers of America*
 - b. Expand components of Dean Ornish to Erie. - *happening - contact group*
 - c. Provide all smoking cessation programs, including "committed quitters", the telephone/mailling smoking cessation program. - *happening - 4 programs to date*
 - d. Provide educational materials, member counseling and group programs. - *happening - gradations*
4. Support Lifestyle Improvement courses
 - a. expand sites
 - b. expand participation through QUAD -
4. Increase participation in Lifestyle Improvement Program topics, i.e. programs that address obesity, chronic back pain and osteoporosis.
5. Communicate patients' screening results and immunizations to primary care physicians via preventive service records and use results internally to determine interventions.
6. Offer information and programs on complimentary therapies. *Ongoing - at least 2/mo.*
7. Respond to "prescriptions for prevention" and provide feedback to referring physicians. - *1'd in #1's, say for nutrition counseling & Euf*
8. Provide customized wellness programs for Highmark employees. -
9. Pilot a program in collaboration with SecurityBlue, that targets high utilizers and encourages them to attend disease-specific sessions. - *Continue to pursue - 1st data, etc...*
10. Increase Highmark's presence in the marketplace.
11. Continued service on Boards and Committees.
12. *Under additional duties, responsible for presenting to me recommendations for new initiatives.*

Joy Sweeting
December 23, 1997

[illegible]

KEY BEHAVIORS	JOB-RELATED EXAMPLES

RATINGS

FE

FAR EXCEEDS EXPECTATIONS

Results and the manner in which they are achieved far exceed expectations. This rating is reserved for truly exceptional performance.

EE

EXCEEDS EXPECTATIONS

Results and the manner in which they are achieved consistently meet and often exceed expectations.

D-0170

**CONFIDENTIAL PERFORMANCE APPRAISAL
AUTHORIZATION FORM**

Review Date
06/12/99

EMPLOYEE REVIEW SHEET INFORMATION

<u>Company Key</u> PBS	<u>Employee Number</u> 039764	<u>Employee Name</u> SWEETING, JOY H	<u>Empl Status</u> Active
<u>Organization Code & Name</u> 2365 HEALTHPLACE NETWORK		<u>Job Title</u> HEALTHPLACE ADMR	<u>Job Code</u> 14M20P
<u>Position #</u> 60008266		<u>Std Hrs</u> 37.50	
<u>Hire Date</u> Original 10/17/94	<u>Rehire</u>	<u>Job Entry Date</u> 09/01/97	<u>Salary</u>
		<u>Annual</u> \$ 37,337.00	<u>Bi-Weekly</u> \$ 1,436.04
		<u>Hourly</u> \$ 19.147	<u>Empl Type</u> S
			<u>Shift</u> 1
			<u>Part Full</u> F
			<u>Reg Temp</u> R

LAST MERIT REVIEW INFORMATION

LAST SALARY CHANGE INFORMATION

<u>Date</u> 06/13/98	<u>Rating</u> 4	<u>Percent</u> 7.001 %	<u>Alt. Pay Amt</u> \$	<u>Date</u> 06/13/98	<u>Reason</u> Pay Rt Chg	<u>Percent</u> 7.001 %
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DAYS / HOURS ABSENT FROM APRIL 16, 1998 TO APRIL 16, 1999

<u>Lost Time</u> Hours	<u>Times</u> Late	<u>Minutes</u> Late
0	0	0.00

SALARY POSITION / SALARY RECOMMENDATION

<u>Salary Plan & Grade</u> EG1 S02	<u>Range/Market Targets</u>	<u>Compa Ratio</u> 87.33
	<u>MIN</u> 33,785	<u>100%</u> 42,751
	<u>120% MAX</u> 51,301	
(Check One Box) <u>Performance Rating</u>	<u>Increase to Base Maximum Percent</u>	<<<< SALARY RECOMMENDATION >>>>
<input type="checkbox"/> 2.Does Not Meet Expectations	0.00%	Increase To Base Salary: <u>6</u> (%)
<input type="checkbox"/> 3.Achieves Expectations	3.00% - 5.00%	Lump Sum Increase: _____ (%)
<input checked="" type="checkbox"/> 4.Exceeds Expectations	4.00% - 6.00%	(Where Applicable)
<input type="checkbox"/> 5.Far Exceeds Expectations	5.00% - 7.00%	
<input type="checkbox"/> 0 Defer Review _____ Months		SEND THIS COPY TO H.R.I.S.

Reviewed by : Tina Palaggo-Tx Director 6/24/99
Name Title Date

Approved by : [Signature] VP 6/25/99
Name Title Date

ADDITIONAL COMMENTS OR DEFERRAL REASON

D-0171

MEASUREMENT TECHNIQUES SOURCE	FREQUENCY	RESULTS ACHIEVED	RATING
1.)		Joy continues to be supportive of HEC programming. Examples include - teen pregnancy prevention program & the family health council steering committee. There has not been a pregnancy in the Erie "Not Now" program. New Health Fair leaders have also been trained. Health literacy materials have been integrated into all materials.	AE
2.)		HealthACE programs continue in # & continue to gain credibility & respectability in the Erie region. They receive prescriptions for prevention/referral forms from physicians on a daily basis which was not the case a year ago. Units of services remain strong. In 1998, 31,586 # of services were provided. Programming remains cutting edge and a draw to large #s of people. A good example of this is "Emotional Oxygen".	EE
3.)		Diabetes self-management program is up & running this year & is being done the same way as Peter Hark H.I. Center's. Integration with OCA has occurred.	AE
4.)		Joy has given smoking the high priority it deserves. She is constantly looking for new ways to get the message about our programs to as many people as possible. Examples include: promotion at the Mass. dept. of health, local corporations. She has been known to do 1:1 counseling when classes are not in session when she recognizes an individual's readiness to quit. Hark corporate report highlighted the success. Excellent job.	EE
5.)		Lifestyle improvement courses continue to grow and Joy is constantly evaluating ways to make them better. Good example is the Healthy Back course being revamped & all HP administrators being trained to deliver a better course. Excellent outcome.	EE
6.)		Joy has been a phenomenal asset to the Dean Ornish Program for reversing heart disease - with her expertise at the retreats & her on-going energy devoted to recruiting ^{exercise} control grp. members.	EE
RESULTS OVERALL RATING			EE

MEASUREMENT TECHNIQUES SOURCE	FREQUENCY	OBSERVED BEHAVIORS	RATING
		Joy is an excellent teacher, role model, & mentor to HealthACE staff & participants of all ages. She is an asset to our Division and a strong contributor to the achievement of HEC/HealthACE goals.	
BEHAVIORS OVERALL RATING			EE

D-0172

RATINGS

AE

ACHIEVES EXPECTATIONS

Overall results and the manner in which they are achieved meet expectations. May exceed some.

DE


DOES NOT MEET EXPECTATIONS

Results and the manner in which they are achieved do not meet the minimum requirements for the position. Considerable improvement is required.

PERFORMANCE IMPROVEMENT PLAN

Performance Improvement Plan Definitions:

- Job-Related Strength** — Those performance activities which supported goal completion.
- Areas for Improvement** — Those performance activities which limited the employee's ability to meet or exceed objectives.
- Employee Plan** — Assignments which will help improve an area of employee's performance.
- Manager Support** — Manager responsibilities which support improvement plan completion.

JOB-RELATED STRENGTHS	AREAS FOR IMPROVEMENT	EMPLOYEE PLAN	MANAGER SUPPORT	COMPLETION DATE
Committed to the mission Loyal to the corporation motivated inspirational excellent Teacher High energy Confident Attains positive outcomes / results	1) Change format of weekly to Model FHR reports. 2) Program enhancement & development to meet two needs of NCPH/HHS, & HEC/HHS goals of population based programs. 10) Knowledge tools, etc. 3) In collaboration with, Dr. Bang Pattana, develop a holistic cancer care program for customers with cancer.	1) Model FHRs expand information 2) Research tools & programs. "create & know" 3) Pilot in Fall 1999	whatever you need 	5th wk in July, 1999 on-going Fall '99

EMPLOYEE COMMENTS:

I am in complete agreement with this evaluation and the direction our department & my role with the department relates.

Joyce Sweeting
EMPLOYEE SIGNATURE

6/24/99
DATE

Tim Palazzo
APPRaiser's SIGNATURE

6/24/99
DATE

[Signature]
NEXT LEVEL MANAGER'S SIGNATURE

6/25/99
DATE

D-0173



HEALTHPLACE
A HIGHMARK DIVISION
Memorandum


TO: Georgette Heard **DATE:** June 4, 1998
FROM: Tina Palaggo-Toy *TP* **SUBJECT:** Joy Sweeting

I would like to accelerate the merit increase of Joy Sweeting (Employee #049764) from August, 1998, to June 5, 1998, with an increase of 7%.

Attached is a copy of Joy's most recent performance appraisal with the appropriate signatures. If you have any questions, please call me at 44150.

Thanks so much for your help.


Tina Palaggo-Toy
Director, HealthPLACE


Anna L. Silberman
Vice President, HealthPLACE



VERITUS INC.

PERFORMANCE MANAGEMENT PLANNING AND APPRAISAL WORKSHEET

NAME

Sweeting

Joy

LAST

FIRST

MI

POSITION

Healthcare Administrator

PERFORMANCE PERIOD

Dec. 1996

to

Dec. 1997

PLANNING SESSION DATE:

APPRAISAL DATE:

Dec. 12, 1997

Re-evaluated



Jun 2, 1998

OVERALL RATING (CHECK ONE)

☐ FAR EXCEEDS EXPECTATIONS

☒ EXCEEDS EXPECTATIONS

☐ ACHIEVES EXPECTATIONS

☐ DOES NOT MEET EXPECTATIONS

☐ COPY TO
EMPLOYEE

☐ ORIGINAL TO
MANAGER

☐ COPY IN
DEPARTMENTAL FILE

1998 OBJECTIVES

1. Support HEC Programming
Healthy Families - *Just trained 3 people in Feb in Union City*
Parenting Course
2. Provide effective health education programs, screenings and immunizations at HealthPLACE Centers, and at worksites in the community. *Ongoing...*
Participate in expos, community events, screenings and enrollment meetings
3. Support Corporate Initiatives
 - a. Coordinate diabetes self-management program with Hamot and St. Vincents Hospitals. *And 2 Diabetes Treatment Centers of America*
 - b. Expand components of Dean Ornish to Erie. - *happening - control group*
 - c. Provide all smoking cessation programs, including "committed quitters", the telephone/mailling smoking cessation program. - *happening. 4 programs to date*
 - d. Provide educational materials, member counseling and group programs. *graduations*
4. Support Lifestyle Improvement courses
 - a. expand sites
 - b. expand participation through QUAD -
4. Increase participation in Lifestyle Improvement Program topics, i.e. programs that address obesity, chronic back pain and osteoporosis.
5. Communicate patients' screening results and immunizations to primary care physicians via preventive service records and use results internally to determine interventions.
6. Offer information and programs on complimentary therapies. *Ongoing - at least 2/mo.*
7. Respond to "prescriptions for prevention" and provide feedback to referring physicians. - *↑ d in #'s, esp for nutrition counseling & EHR*
8. Provide customized wellness programs for Highmark employees. -
9. Pilot a program in collaboration with SecurityBlue, that targets high utilizers and encourages them to attend disease-specific sessions. - *Continue to pursue - for data, etc...*
10. Increase Highmark's presence in the marketplace.
11. Continued service on Boards and Committees.
12. *Under additional duties, responsible for presenting to me recommendations for new initiatives.*

Joy Sweeting
December 23, 1997

JOY SWEETING, ERIE HEALTHPLACE ADMINISTRATOR

1997 OBJECTIVES

1. Support HEC Programming
 - Healthy Families
 - Teen Pregnancy Prevention
 - Violence and Injury Prevention - *deferred*
2. Provide Programming for Special Populations
 - Security Blue Programming (walking club, fitness class, and T'ai Chi)
 - Programs for Blue Cross Employees (walking club, healthy lifestyle programs, volunteer opportunities, and seasonal/holiday events)
 - Gateway programs, when it comes to Erie
 - Maintain an integrated HealthPLACE /member services center by attending quarterly staff meetings
3. Support Healthy Lifestyle courses
 - Increase participation through promotion
 - Expand geographically with courses to hit broader population.
 - Track and evaluate Healthy Lifestyle instructors to maintain quality in our courses.
 - Use registrar software for registration and tracking
 - Stress importance of prevention, i.e. offering free fitness evaluations to Erie QUAD participants.
4. Provide Health Education Programs
 - Follow monthly health observances
 - Participate in expos, community events and screenings, and enrollment meetings
 - Provide programming and information on complementary therapies
 - Provide innovative programming as well as adapting existing programs to the Erie HealthPLACE, such as replicating the cardiac risk reduction program here.

5. Support corporate initiatives
 - Provide disease management education
 - Provide screenings to community, managed care companies and employees to support NCQA and HEDIS initiatives
6. Increase Highmark presence in the marketplace
 - Work closely with Community Relations department, local TV, radio and Newspaper.
 - Become involved on Internet Homepage
 - Obtain new software to promote HealthPLACE events
 - Obtain more contact with our physician network in NW PA
7. Increase contact with the consumer
 - Self-care software
 - Hold "We want your ideas" luncheons quarterly
 - Make confirmation and follow-up phone calls to healthy lifestyle participants
8. Obtain measurable outcomes **EE** *Obtained pre/post info on Austin & Sr. Fitness participants plus all life. Long courses.*
 - Obtain pre and post tests for healthy lifestyle classes
 - Evaluate outcomes of healthy lifestyle classes for HEDIS and NCQA
9. Further Continuing Education efforts **FE** *Coopers Clinic aging & strength training seminar Target CER, aging sensitive & Ed Well for Life Classes. ~~Self from software~~*
 - Attend health related conferences
 - Continue to train others to teach programs
 - Continued CPR training
 - Continue to obtain Interns
 - Utilize training courses offered through HR (assertiveness, writing and public speaking) *effective supervision course.*
10. Service on Community Boards and Committees **FE**
 - Healthcare Cost Summit Health Education Board
 - Boys and Girls Club Board *Family Ctr. Board*
 - Meals on Wheels Board *Meals on Wheels*
 - Family Center Board *Boys & girls club*
 - Immunized Work*
 - Tobacco Coalit*
 - Immuniz*

Performance Improvement Plan Definitions:

MEASUREMENT TECHNIQUES		RESULTS ACHIEVED	
SOURCE	FREQUENCY		
		(1) Completed 2 health fairs programs this year. Also met a local Ophelia project person to discuss Hg at group level to target teenage pregnancy prevention. Explored more in '98	AE
		(2) All Erie Co. Soc. Blue members were added to the mailing list - Special programs such as "no coffee klatch" and Sit fitness were implemented. Great idea to begin incentive program for high school emps.	EE
		(3) 54% ↑ in # of graduates from Lifestyle improvement courses from '96 to '97. Distribution network for programs also increased such as the use of the YMCA sites = prompt care. Integrating classes and screenings to the final count was strategic and innovative.	FE
		(4) Done very effectively. Thousands of people to promote Ht at community events and open enrollment courts at the work site. Excellent outcomes were measured on Quad participants. The following improvements were seen: Cholesterol -87%, Body fat 87%, aerobic capacity 77%, flex 92%, weight 80%	EE
		(5) Diabetes management is a well respected "core" program at the Erie Healthcare. More successful in positioning programs as a market differentiating tool for Managed Care.	AE
		(6) Involved in all media areas. Appeared weekly in showcase and Pulse of Erie Times as well as TV & radio.	FE
		(7) All AVE office have Ht calendar + prescription pads. Head - "we want your ideas."	AE
		RESULTS OVERALL RATING	EE

MEASUREMENT TECHNIQUES		OBSERVED BEHAVIORS	RATING
SOURCE	FREQUENCY		
		BEHAVIORS OVERALL RATING	

RATINGS

AE

ACHIEVES EXPECTATIONS

ACHIEVES EXPECTATIONS
Overall results and the manner in which they are achieved meet expectations.
May exceed some.

DE

DOES NOT MEET EXPECTATIONS

DOES NOT MEET EXPECTATIONS
Results and the manner in which they are achieved do not meet the minimum requirements for the position. Considerable improvement is required.

PERFORMANCE IMPROVEMENT PLAN

Performance Improvement Plan Definitions:

- Job-Related Strength** — Those performance activities which supported goal completion.
- Areas for Improvement** — Those performance activities which limited the employee's ability to meet or exceed objectives.
- Employee Plan** — Assignments which will help improve an area of employee's performance.
- Manager Support** — Manager responsibilities which support improvement plan completion.

JOB-RELATED STRENGTHS	AREAS FOR IMPROVEMENT	EMPLOYEE PLAN	MANAGER SUPPORT	COMPLETION DATE
	<p><i>Joy continues to exceed expectations.</i></p> <p><i>See inside comments.</i></p>			

EMPLOYEE COMMENTS:

Will continue to try to achieve 1998 goals & objectives and am in complete agreement with Lisa's comments.

EMPLOYEE SIGNATURE

DATE

APPRaiser's SIGNATURE

DATE

NEXT LEVEL MANAGER'S SIGNATURE

DATE

D-0185



VERITUS INC.

PERFORMANCE IMPROVEMENT PLAN

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- Employee Plan** — Assignments which will help improve an area of employee's performance.
- Manager Support** — Manager responsibilities which support improvement plan completion.

JOB-RELATED STRENGTHS	AREAS FOR IMPROVEMENT	EMPLOYEE PLAN	MANAGER SUPPORT	COMPLETION DATE
<p>• Honest</p> <p>• Achieves optimal levels of personal performance and accomplishment</p> <p>• Role model for healthy living and teaching</p> <p>• Attains results through positive actions.</p> <p>• Encourages administrative efficiency & effectiveness</p> <p>• Demonstrates a high level of expertise</p> <p>• Very confident of Abilities</p> <p>• Strongly motivated to Achieve optimal results.</p> <p>• Display a strong personal commitment to the highest quality of work.</p>	<p><u>Growth</u></p> <p>1.) Time / Project Management to ↑ accuracy & thoroughness on projects.</p> <p>2.) Be more detailed in weekly report as to the status/actions required as a result of community & computer meeting.</p> <p>3.) ↑ Patience (phone calls, VBA analysis)</p>	<p>1.) Take a course</p> <p>More detail on weekly.</p> <p>Yoga Meditation Breathing</p>	<p>What ever you need</p> <p>↓</p>	<p>By March, 1998</p> <p>Ongoing</p> <p>Ongoing</p>

EMPLOYEE COMMENTS:

I think Tina communicated a clear understanding of what was expected & what was achieved in this past year.

EMPLOYEE SIGNATURE

DATE

APPRAISER'S SIGNATURE

DATE

D-0186



VERITUS INC.



VERITUS INC.

PERFORMANCE MANAGEMENT PLANNING AND APPRAISAL WORKSHEET

NAME

Sweeting

Joy

H.

LAST

FIRST

MI

POSITION

Healthcare Administrator

PERFORMANCE PERIOD

December, 1995

to

December, 1996

PLANNING SESSION DATE:

December

APPRAISAL DATE:

12/15/96

OVERALL RATING (CHECK ONE)

<input type="checkbox"/>	FAR EXCEEDS EXPECTATIONS
<input checked="" type="checkbox"/>	EXCEEDS EXPECTATIONS

<input type="checkbox"/>	ACHIEVES EXPECTATIONS
<input type="checkbox"/>	DOES NOT MEET EXPECTATIONS

☐ COPY TO
EMPLOYEE

☐ ORIGINAL TO
MANAGER

☐ COPY IN
DEPARTMENTAL FILE

D-0200

CORPORATE PLAN OBJECTIVES	KEY PERFORMANCE AREAS	RESULTS EXPECTED
EO #1 (FINANCIAL STAFF)	H.P. ERIE	① SUPPORT BCWP IN THE MARKETPLACE BY FACILITATING A QUALITY HEALTHPLACE IN ERIE ② MANAGE BUDGET RESPONSIBILITIES SO PROGRAMS ARE AN EVEN
EO #2 (CUSTOMER LIST)	H.P. ERIE	① INCREASE UNITS OF SERVICE TO 8000/YR BY PROVIDING HEALTH EDUCATION & PREVENTION PROGRAMMING ② PROVIDE PROGRAMS THAT FOCUS ON SELF CARE & HEALTHY LIFESTYLES
EO #3 (CUSTOMER SERVICE)	H.P. ERIE	① TARGET BCWP HEALTHPLACE CALENDARS WITH PROGRAMMING TO SERVE BCWP MANAGED CARE MEMBERS ② CONTINUE TO TRAIN OTHERS TO TEACH PROGRAMS I.E. HEALTHY FAMILY H.P. ERIE ③ CONTINUE TO PROVIDE REGULAR CORRESPONDENCE & SPEAKERS ④ SERVE ON BOARDS AND COMMITTEES THAT HAVE POSITIVE CORRELATION TO HEALTHPLACE & OUR MISSION
EO #4 (INNOVATIVE PRODUCTS)		① PROVIDE PROGRAMS THAT ADDRESS BIOSOCIAL ASPECTS OF HEALTH ② PROVIDE PROGRAMS THAT INVOLVE COMPLEMENTARY THERAPIES SUCH AS RELAXATION AND MASSAGE
EO #5 (HEALTHY ENVIR + INTRA DEPENDENCE)	H.P. ERIE	① SUPPORT WELLNESS WORKS AND OTHER DEPARTMENTS H.P. ERIE ② PROVIDE AN INTEGRATED HEALTHPLACE/MANAGED CARE SERVICE CENTER ③ CONTINUE TO OBTAIN INTERNS
EO #6 (QUALITY)	H.P. ERIE	① PROVIDE DATA BASES ON HEC PROGRAMS THAT SUPPORT NCQA/HEDIS (MANAGED CARE) H.P. ERIE ② EVALUATE HEC HP PROGRAMS WHICH INCLUDE PHYSIOLOGICAL INDICATORS, SATISFACTION SURVEYS, IMPROVEMENT IN LIFESTYLE PRACTICES BY PARTICIPANTS + VIOLENCE
EO #7 (GROW BUSINESS)		① PROVIDE INTURY PREVENTION PROGRAMS TO ASSIST LOW INCOME COMMUNITIES ② DEVELOP A PROGRAM THAT WILL HELP ADDRESS THE TEEN PREGNANCY PROBLEM IN ERIE

KEY BEHAVIORS	JOB-RELATED EXAMPLES
1) ACTIVE LISTENER	Actively listening at mtgs so important changes can be implemented.
2) IMPROVED ORGANIZATIONAL SKILLS	Calendar out on time, Lay leaders trained
3) PROBLEM SOLVER	Work with internal depts. so customer is better served
4) CREATIVE/INNOVATION	Adding exciting new programs to ↑ visibility in com. or ↑ participation in programs
5) PERSONAL IMPACT	Having the ability to have a personal "positive" impact on colleagues and the public so goals can be achieved cooperatively.

RATINGS

FE

FAR EXCEEDS EXPECTATIONS

Results and the manner in which they are achieved far exceed expectations. This rating is reserved for truly exceptional performance.

EE

EXCEEDS EXPECTATIONS

Results and the manner in which they are achieved consistently meet and often exceed expectations.

D-0201

(EE)

MEASUREMENT TECHNIQUES		RESULTS ACHIEVED	
SOURCE	FREQUENCY		
FINANCE	ON-GOING	① Joy has done a very effective job positioning HP to support and support the early program, as well as, explaining the Wellness Club at sec. 8 and (this was her original idea and as a result other HCH/HP staff started the same.)	EE
OPERATING STATE	MONTHLY	② Programs were managed responsibly - Erie finances were O.K.	AE
CALENDAR	MONTHLY	① With the opening of the new HP - program services multiplied - the goal was 8000 & we're currently at 33,631 - fantastic job.	FE
NEWS RELEASES	WEEKLY	② Good programs have been implemented (e.g.) Health Care Issue Series + began, etc...	EE
H.P. STAFF	4-6/MONTH	③ Joy has done an excellent job targeting programs to BSWP mixed (TACH - YOGA) - one members - the challenge for 1997 will be implementing evaluation.	EE
CALENDAR	MONTHLY	② Joy has done a good job keeping H families alive & well - currently 4 active lay leaders including Joy.	EE
H.P. STAFF	ONGOING	③ Done in a professional & timely manner - excellent form for speakers.	FE
H.P. STAFF	ONGOING	④ Joy is very active in community boards such as MAMP - community Health Ed taskforce, Family center, com. Health Challenge, etc... IN the future - if planning are allowed on work time, I want to see more outcomes associated with participation.	EE
H.P. STAFF	ONGOING	④ The Erie calendar has an excellent balance of programs - From cholesterol screening to classes on relationships! Joy added 2 new support groups OA & Diabetes support.	EE
L.P. STAFF	6/4R	② The response of the Erie community has been very positive to the programs Joy conducted on massage, stress, tachi yoga etc... People are coming - need to measure outcomes.	EE
L.P. STAFF	ONGOING	① Joy has implemented a very successful walking club open to employees & the community.	EE
L.P. STAFF	ONGOING	② The integration is evident with Stacey actively directing people to both CS & HP.	EE
L.P. STAFF	3/4R	③ Joy had 1 spring intern & other interested candidates.	AE
L.P. STAFF	ONGOING	④ HP & HCH programs have all included evaluations. IN the future we need evaluate more at a deeper level & take "real control"	AE
L.P. STAFF	BY 6-96	⑤ applicable. Most data was forwarded to Jack.	
L.P. STAFF	BY 6-96	① Joy conducted H Fam. Parenting programs at the Erie Family Support Center, as well as - HP hosted violence prevention press conference and Joy participates on the violence prevention committee organized by the DAs office.	EE
L.P. STAFF	BY 6-96	② Completed with a community group, a program which addressed teen self-esteem. Parts may be integrated in our H-families curriculum.	
MEASUREMENT TECHNIQUES		OBSERVED BEHAVIORS	
SOURCE	FREQUENCY		
Observation	M-going monthly	most of the time it is evident Joy is listening and will carry out important changes, however, improved scheduling is necessary so she can attend the complete atp. A solid back of lay leaders exist in Erie.	AE
"	M-going	The Erie calendar is consistently out on time & months in advance.	FE
"	M-going	Deciding to move Stacey to information desk 4-5 hours/day	EE
"	M-going	Adding Fitness walks to Quad games as well as ↑ opportunity for managed care members to participate in programs at different sites.	EE
feedback	M-going	only sometimes - when stress is high, Joy's impact on people (colleagues mainly) is negatively perceived. members may	AE
BEHAVIORS OVERALL RATING			(EE)

ACHIEVES EXPECTATIONS

Overall results and the manner in which they are achieved meet expectations. May exceed some.

DE

DOES NOT MEET EXPECTATIONS

Results and the manner in which they are achieved do not meet the minimum requirements for the position. Considerable improvement is required.

PERFORMANCE IMPROVEMENT PLAN

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JOB-RELATED STRENGTHS	AREAS FOR IMPROVEMENT	EMPLOYEE PLAN	MANAGER SUPPORT	COMPLETION DATE
<ul style="list-style-type: none"> Committed to the BSW & HEC Mission Honest Motivated to do a quality JOB Good communication skills Excellent planning skills Excellent teaching skills Good role model to lead HEC/HEC 	<ul style="list-style-type: none"> Improve Evaluation of All programs (local ownership plus an understanding of how it feeds into the "whole") Utilization of offsite HEC/HP team members to assist Erie depts. Share your teaching expertise to train HP/HEC staff to instruct programs 	<ul style="list-style-type: none"> Work closer with Jack especially get data to Jack in a timely fashion Rely on Susan when Bob is unavailable when needed Be lead instructor at 2-3 CPR programs conducted for all (100+) AVE employees In collaboration with Jack put together a train the trainer program 	<ul style="list-style-type: none"> oversight assistance to make happen 	<ul style="list-style-type: none"> By end of March, 1997. 1 week after end of course On-going designated dates will be assigned by AVE staff. By March, 1997 on-going - specific to program - 1st smoking cessation @ HEC

EMPLOYEE COMMENTS:

Sue's evaluation of my performance was right on target. I'm looking forward to the challenges for 1997 with clear evaluations & justifications for HealthPlace programming.

EMPLOYEE SIGNATURE

DATE

APPRAISER'S SIGNATURE

DATE

D-0202



VERITUS INC.



VERITUS INC.

PERFORMANCE MANAGEMENT PLANNING AND APPRAISAL WORKSHEET

NAME

SWEETING

Joy

H

LAST

FIRST

MI

POSITION

HEALTHPLACE

PERFORMANCE PERIOD

October, 1994

to

October, 1995

PLANNING SESSION DATE:

APPRAISAL DATE:

10/17/95

OVERALL
RATING:

2

D-0215

☒ COPY TO
EMPLOYEE

☒ COPY TO
MANAGER

☐ ORIGINAL TO
HUMAN RESOURCES

CORPORATE PLAN OBJECTIVES	KEY PERFORMANCE AREAS	RESULTS EXPECTED
EO #1 (FINANCIAL STAB)	H.P. ERIE	① SUPPORT BCWP IN THE MARKETPLACE BY FACILITATING A QUALITY HEALTHPLACE IN ERIE 9/95 had done well OR TURN A PROFIT ② MANAGE BUDGET RESPONSIBILITIES SO PROGRAMS BREAK EVEN
EO #2 (CUSTOMER COSTS)	HP ERIE	① INCREASE UNITS OF SERVICE TO 6000/YR BY PROVIDING HEALTH EDUCATION & PREVENTION PROGRAMMING ② PROVIDE PROGRAMS THAT FOCUS ON SELF-CARE & HEALTHY LIFESTYLES
EO #3 (CUSTOMER SERV)	TRAINING HP ERIE HP ERIE HP ERIE	① TO TRAIN OTHERS (2) TO TEACH PROGRAMS I.E. CAR ^{with LMT} ^{typical} ^{program} ② TO EXPAND OUR RESOURCES BY INCREASING LIBRARY VOLUME ③ TO DISCOVER THE NEEDS OF 3 LOCAL CORPORATIONS AND PROVIDE 1-2 PROGRAMS FOR THEM. PNC/STUM MGMT. 5/95
EO #4 (INNOVATING PRODUCTS)	HP ERIE	① CONTINUE TO PROVIDE REGULAR CORRESPONDENCE & SPEAKERS ^{engaging - during local 4/16} ① TO IMPLEMENT A HEALTH RISK APPRAISAL WITH EDUCATION ^{PHA - took place} ^{FOCUS} ② TO CONDUCT HEALTH ADVOCACY MEETINGS I.E. WEIGHT MANAGEMENT CLASSES (TRY TO SET GOALS) support groups
EO #5 (HEALTHY ENVIR. & ENVIR. DEPENDENCE)	HP ERIE	① COMPUTERIZE ALL HEALTHPLACE PROCESSES ② BUILD A VOLUNTEER CORE FOR ERIE ^{not beginning to pull} ③ SUPPORT WELLNESS WORKS AND OTHER DEPARTMENTS - ^{worked collaboratively on walking club -}
EO #6 (QUALITY)	HP ERIE	① SUPPORT & WORK WITH PARTNERSHIPS FOR PREVENTION AND HEALTHY FAMILIES AS THEY ARE HEAVY EMERG. RM USERS
EO #7 (GROW BUSINESS)	HP ERIE	① DEVELOP OUTREACH PROGRAMS THROUGH ERIE COUNTY WITH PARTNERSHIPS AND HEALTHY FAMILIES - Cong/Univ. ^{run.}

D-0216

KEY BEHAVIORS	JOB-RELATED EXAMPLES
ACTIVE LISTENER	Customer service meeting & acting on suggestions
IMPROVED ORGANIZATIONAL SKILLS	Has moved beyond the individual performer level: ^{has trained others to provide programs and managed it well.}
PROBLEM SOLVER	staff - defensive - not going saying what correct for good of ^{the} relationship
CREATIVE/INNOVATION	Is becoming more ^{of a} ^{good} example is Tai Chi in the park
FOCUS	develop, design and produce a monthly calendar on time ^{with the long run.}
PERSONAL IMPACT	Really accepted in Franklin Terrace

RATINGS

1

FAR EXCEEDS EXPECTATIONS

Results and the manner in which they are achieved far exceed expectations. This rating is reserved for truly exceptional performance.

2

ACHIEVES EXPECTATIONS

Results meet most performance expectations. May exceed some.

3

DOES NOT MEET EXPECTATIONS

Results do not meet the minimum expectations for the position. Considerable improvement is required

MEASUREMENT SOURCE	TECHNIQUES FREQUENCY	RESULTS ACHIEVED
FINANCE	ON-GOING	Joy has done an excellent job, with a great deal of creativity and hard work, of delivering quality HealthPACE programs to the Erie Community. Participation and interest in programs has increased dramatically since last year at this time.
	MONTHLY	
OPERATING STATS	MONTHLY	
CALENDAR	MONTHLY	
HP STAFF	4-6/HR	Joy's experience and knowledge of health education has proven invaluable in her ability to deliver programs and train instructors. This has been most evident in training long leaders to teach the Healthy Families Curriculum at multiple sites, and in the professional oversight she's provided for the Partnerships in Prevention program at Franklin Terrace. Joy supports and exemplifies the Blue Cross values with great enthusiasm.
HP STAFF	7-95	
HP STAFF	4-95	
HP STAFF	10-95	
WELLNESS INST	BY 4-95	Joy's a team player and provides excellent service to internal as well as external customers. She has worked very cooperatively with BCWP provider relations, community affairs, customer service, corporate communications, government Affairs, the caring program, and other members of the HFC/HealthPACE team. A good example of excellent service is how she committed to work with both Greenville and Union City on behalf of a request from provider relations.
HP STAFF	ONGOING	
HP STAFF	ONGOING	
HP STAFF	ONGOING	
HP STAFF	ONGOING	
HP STAFF	ONGOING	
HP STAFF	ONGOING	Development needs to occur in learning the managed care business and providing value-added programs for members, while continuing to provide programs that meet the bio-psychosocial needs of the community. Also, Joy would benefit from developing the skills to remain flexible whatever the circumstance and the ability to put matters into

MEASUREMENT SOURCE	TECHNIQUES FREQUENCY	OBSERVED BEHAVIORS
		perspective when under pressure and/or opposition. This will allow her to use her instincts and knowledge to make smart business decisions.
		Joy continues to remain committed and dedicated to support our mission and is a very valuable employee to this corporation.

PERFORMANCE IMPROVEMENT PLAN

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JOB-RELATED STRENGTHS	AREAS FOR IMPROVEMENT	EMPLOYEE PLAN	MANAGER SUPPORT	COMPLETION DATE
<ul style="list-style-type: none"> Committed to quality & our mission. Loyal Honest Dependable Good communication skills Knowledgeable Team Player Cultural sensitivity Can manage multiple priorities well Good planning skills 	<ul style="list-style-type: none"> Improve knowledge of managed care Evaluation of programs — specifically targeted to managed care members & meeting NCQA/HEDIS Requirements Attention to detail on reports (expense, proofing calendars) Increase flexibility 	<p>Reading</p> <p>Work closely with Jan & Jack & HP Team</p> <p>most scheduling time to focus.</p> <p>awareness/ action</p>	<p>Keeping touch & each other meet w. 2 who</p>	<p>on-going</p> <p>↓</p>

D-0218

EMPLOYEE COMMENTS:

I am in total agreement with this performance evaluation. Tina has done a very effective job in pointing strengths as well as my areas for improvement.

EMPLOYEE SIGNATURE

DATE

APPRAISER'S SIGNATURE

DATE

DATE



VERITUS INC.

9/95 12/27/95 * Ne just went through this recently

9/95 12/27/95

9/95 12/27/95 Tina Polozzo - Ty

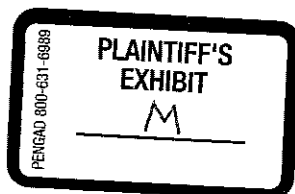
Jan Thompson
Custom Electronics Company
1421 Selinger Avenue
Erie, PA 16505
(814) 838-7330

July 16, 1998

HealthPlace /Highmark Blue Cross Blue Shield Division
120 Fifth Avenue - Suite 313
Pittsburgh, PA 15222
Attn: Personnel Dept.

Dear Sir/Madam:

I am a Keystone Blue policy holder, and have been taking a yoga class in Erie, PA sponsored by Highmark, for about a year. I have been impressed by your program in every way (your facility, the instructor and especially the results!). However, the woman who is in charge of the program, Joy Sweeting is extremely unprofessional. I am a small business owner and it is my opinion that anyone dealing with the public in a customer service capacity should make every attempt to be congenial and defiantly never be rude! I have watched her be short with several other members of the Yoga class on several occasions, several people in the class have remarked on it to me and at least two people have stopped coming due to her attitude. And yesterday she turned on me. I had missed three classes because I was away on vacation, when I got back I attempted to come to an earlier class (which I was told by a new male employee was the only class available) then someone named Sandy said no I was in the 5:00 class and that they weren't asking me to leave unless I thought I couldn't make it to anymore classes but when I attempted to attend the class instead of calling me outside to tell me I could no longer attend, Joy said in front of 8 class members that I would have to leave. When I confronted her out in the lobby she said I had missed my test during the first class and would have to wait until the next series began in September and walked away from me so that I was left feeling like I had done something wrong by going on vacation. The last class I took for three weeks the teacher was on vacation without any notice given to the people attending, I went to one of those taught by Joy and was forced to miss the next four sessions until the teacher returned and Joy never even mentioned my absence! I guess at this point if I didn't know for a fact that the class keeps my pain free and helps reduce stress, I would just walk away and chalk it up as an experience I can do without. But, I'm not the only person feeling uncomfortable with the way she is treated by Joy (who by the way blames Highmark's rules for everything). Even though my insurance entitles me to attend classes I cannot attend Yoga again until at least September assuming Joy won't tell me there is a waiting list. I feel you would want to know that you have someone working for you who behaves in a rude manner, in a customer service position, to your customers who go to these classes to help alleviate stress not create more of it! I am in a position where I have 13 employees who I would not recommend your classes to at this point in time due to my unfortunate experience. I look forward to your reply.



Sincerely,

Jan Thompson

D-0109